

# Courthouse Journal

W W W . W A C O U N T I E S . O R G

Washington State Association of Counties  
Washington Association of County Officials

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## Happy Thanksgiving

*...just a reminder — there will be no  
Courthouse Journal published next week.  
Enjoy your Holiday!*

## DEVELOPING A DEBT POLICY

by Linda M. Wolverton, CPA, Spokane County  
Treasurer

*(The following article concerning debt policy, written by Spokane County Treasurer Linda Wolverton, is a timely reminder for the County Finance Committee to either review current debt policies or to formalize a debt policy if it has not yet been done. The Courthouse Journal welcomes all ideas for stories or articles of interest to other county officials.)*

According to the Government Financial Officers Association (GFOA), a formal debt policy is a Recommended Practice that should be followed by all debt issuing public entities. GFOA sees a formal debt policy as essential to effective financial management. Additionally, it is important to note that for counties, RCW 36.48.070 requires that the Finance Committee approve a debt policy. **Advantages of Establishing a Formal Debt Policy:**

There are many advantages to developing a debt policy. The process of developing and writing the policy forces the county to examine, clarify, and document their practices and procedures. A formal policy consolidates essential information about responsibilities in the process. This includes information such as legal limitations, policy limitations, open meeting laws, and other requirements. Having policies

in writing provides easily accessible guidelines to officials and staff. The formal policy will clarify roles and responsibilities for each participant in the debt issuing process and provide a valuable training tool.

If properly designed, the policy should provide a long-range view of the relationship between your county's Capital Improvement Plan (CIP) and debt issuance. This can help insure that your county has debt capacity for future projects when it is needed. This relationship would also be incorporated into your county's strategic plan.

One of the best advantages of having a formal debt policy is that it helps alleviate some of the political pressure that comes to bear on elected officials when they are issuing debt. A debt issuance is a major financial transaction, often costing the county as much or more in interest than amount of principal that was borrowed. The pressure largely comes from the underwriter's preference for the negotiated method of selling bonds. A good policy will make it clear what kind of structure and sale are in the best interest of the public. It is difficult for political pressure to override a well-written policy. In addition, the well-written policy will provide justification for the manner in which you structure your debt and the method under

*(Continued on page 4)*

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## WACO Board Appoints New Member

The WACO Board of Trustees appointed Kitsap County Coroner Greg Sandstrom to the Board to serve as the representative for counties that range in population from 125,000 -

500,000. The position became vacant, when Spokane County Clerk Tom Fallquist was elected to WACO secretary-treasurer during the Annual Conference in October. The Board met in

Silverdale in conjunction with the WSAC Legislative Conference, and also held a joint meeting with the WSAC Board of Directors.

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## Yakima County Prosecutor Resigning

Yakima County Prosecuting Attorney Jeff Sullivan will resign his office in January to join the U.S. Attorney's office, in Seattle, as

chief of the criminal division for Western Washington. Sullivan has been with the Yakima County Prosecutor's office since 1971 and was elected to the top position in 1974. Only one other prosecutor, Whatcom County Prosecutor Dave McEachran, has served in office as long as Sullivan - 27 years. Sullivan, a Yakima native, said he is leaving so he

and his wife, Patsy, can be closer to three of their four children and five of their eight grandchildren who live in Seattle. Sullivan is a past president of the Washington Association of Prosecuting Attorneys and is the current vice president of the National District Attorneys' Association. We wish him all the best!

### The Courthouse Journal

The *Courthouse Journal* is published weekly by the Washington Association of County Officials (WACO) and the Washington State Association of Counties (WSAC).

We welcome your suggestions and contributions. The weekly deadline is noon Thursday.

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## Pierce County Assessor/Treasurer Undergoes Emergency Surgery

Ken Madsen, Pierce County Assessor/Treasurer, was rushed into emergency surgery on Sunday, after spending most of the day at Camp Murray for a Veteran's Day memorial program. A stint was placed in one of the arteries to his heart, the surgery

went well, and he returned home on Wednesday. Cards and best wishes should be sent to his office and will be dropped off at his home. We hope he recovers quickly. He is said to be doing well and is in good spirits.

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## Locke Names New Chief of Staff and Policy Director

Governor Gary Locke today named Fred Kiga, director of the state Department of Revenue, as his new chief of staff, and Sam Sperry, former editor at the Seattle Post-Intelligencer, as his new policy director. Both Kiga and Sperry will begin their jobs effective Dec. 1.

Kiga, 49, will replace Paul Isaki, who is leaving his post as chief of staff to assume a new role as the governor's special assistant for business. Will Rice, deputy director at the state Department of Revenue, will serve as the agency's acting director until a replacement is named by Locke.

"I have known Fred a very long time and am pleased that he accepted my offer," Locke said. "To accomplish my ag-

gressive legislative agenda and policy goals, I need someone who understands the legislative process in Olympia. As an agency director for the past five years, Fred has proven to be a talented and popular leader."

"I am honored to serve the governor in this new capacity," Kiga said. "I look forward to the many challenges that lie ahead."

Kiga has served as the state's revenue director since January 1997. Prior to that, Kiga worked as a manager at Arthur Andersen and as a vice-president for corporate analysis at Washington Mutual.

He received a bachelor's degree from the University of Washington in 1974 and a master's and a law degree from the

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## New Chief of Staff

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University of Washington in 1979.

Sperry, 60, will replace Carol Jolly who has served as the governor's acting policy director since December 2000. Jolly will resume her role as deputy policy director.

"I believe Sam's unique background in community and public affairs make him the right candidate for this position," the governor said. "As a newspaper editor and reporter and as an executive with the Seattle and King County governments, he has played a key role in

developing and managing public policy and program development."

"I am delighted and honored by the governor's appointment," Sperry said. "I am eager to begin working with Carol, the policy staff and the governor."

Sperry has worked at the Seattle public affairs firm Gogerty Stark Marriott since May 2000 providing public affairs and strategic communications counsel. Prior to that, Sperry worked in various jobs in both the public and private sector. This includes time as an editor at the Seattle Post-Intelligencer, vice-president for community affairs

with the Seattle Mariners, press secretary to King County Executive Randy Revelle, director of the City of Seattle's energy office and Seattle Times staff reporter.

Sperry graduated cum laude with a bachelor's degree from Seattle University in 1965 and earned a master's degree in public affairs from the University of Oregon in 1970.

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## First NACo Homeland Security Task Force Meeting

(from NACo's "Online County News")

White House Office of Homeland Security Director Tom Ridge told members of NACo's Homeland Security Task Force that over the next several weeks he will form a State and Local Government Advisory Committee. The committee will be modeled in some respects after the so-called "Big-7" organization, which includes members from the seven national associations, like NACo, representing state and local government. Ridge, who coordinates the domestic terrorism preparedness activities of numerous federal agencies, spent 40 minutes with the task force and heard several presentations from its members about county needs.

The task force, meeting for the first time, Oct. 26 in Washington, D.C., was formed by NACo President Javier Gonzales, and is intended to provide a link between counties and the federal agencies charged with domestic security. In his remarks to Ridge, Gonzales said NACo wants a new anti-terrorism block grant to fund local law enforcement and public safety agencies \$1.8 billion in funding for the Public Health Threats and Emergencies Act, and the immediate passage of an airport security bill. Secretary of Transportation Norman Mineta also addressed the 42-member task force, reporting on the security effort to date for the nation's airports and other transportation infrastructure. He especially urged NACo to support the current Airport Security bill that's in the House

(H.R. 3150), saying it gives the president more flexibility in deciding whether to use contract or federal employees to provide security. He also said the bill would establish a new transportation security agency within the Transportation Department that would embrace all transportation modes from ports to pipelines.

In addition to Ridge and Mineta, other top federal officials and experts in emergency preparedness briefed task force members. They included Michael Brown, deputy director and general counsel, Federal Emergency Management Agency; Larry D. Thompson, deputy attorney general, U. S. Department of Justice; and Ruben Barrales, director of the White House Office of Intergovernmental Affairs. Speaking on emergency preparedness issues were Patrick Libbey, president, National Association of County and City Health Officials; Chief Robert Full, Department of Emergency Services, Allegheny County, Pa.; Trina R. Hembree, executive director, National Emergency Management Association (NEMA) and Elizabeth B. Armstrong, executive director, International Association of Emergency Managers (IAEM).

The emotional highlight of the meeting came during presentations by Capt. Mark Penn, deputy coordinator, Emergency Services, Arlington County, Va. and Assistant Fire Chief James Short on the county's emergency response to the attack on the Pentagon.

Both men stressed the importance of preparation, mutual aid agreements, coordination and a unified command structure when faced with a major disaster.

In conjunction with the meeting, NACo released the results of a recent survey on county emergency preparedness. Overall, the survey showed that major urban counties are well prepared to respond to domestic terrorism. All counties with a population greater than 1 million had terrorist response plans prior to September 11. Eighty percent of those counties also have specific plans to deal with chemical warfare.

In general, 94 percent of all counties surveyed have disaster plans in place that include all aspects of disaster mitigation and search and rescue operations. However, counties with populations below 10,000, the mostly rural areas of the country, reported the fewest number of terror response plans, with only 22 percent having specific emergency plans to deal with terrorist activities.

Later in the day, task force members began considering a NACo policy agenda to support counties in security efforts and a plan to provide new homeland security-related programs and services to members.

The group will meet Nov. 28 in Santa Fe County, N.M., and during the 2002 NACo Legislative Conference.

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which the debt is sold.

A formalized debt policy is looked upon favorably by the rating agencies and could potentially help reduce interest costs. Theoretically, the better the rating, the less risk to the bondholder; thus, the lower the required interest rate.

#### **Considerations for the Policy Drafter:**

Designing your county's debt policy will be a balancing act. Your county will want adequate flexibility to address various contingencies and still have enough constraints to fulfill the fiduciary duty of protecting the public interest. Certain bond sales may have unique characteristics, such as unusual revenue streams. They may require the debt structure and/or method of sale that will provide information and justifications to the bond buyer in a manner that will result in the best interest rate possible.

At the same time, your policy will need enough constraints to help alleviate the political pressure that comes from the direct conflict between the profit interests of your underwriter and the tax burden to our constituents. Your underwriter will provide a valuable service; however, it is the county official's responsibility to understand the inherent conflict of interest and make decisions that minimize cost to the taxpayer.

#### **Recommended Elements of a Debt Policy:**

GFOA recommends that your debt policy contain certain key elements to address the areas of concern that can arise when issuing debt.

1. **Allowed Purposes for Debt Issue** – This section should address which types of projects your county will leverage. You will need to specify which types of expenditures can be covered with short-term versus long-term debt. GFOA recommends that you do not allow long-term debt to cover short-term operations.
2. **Legal and Policy Limitations** – Besides outlining the legal limitations addressed in the state constitution and the RCWs, you should include prudent limitations on the pledge of your general credit. Many policies limit your annual debt service to a percent of your operating budget.
3. **Types and Criteria of Instruments Permitted** – Your policy should establish when it is appropriate to use general obligations versus revenue debt.

- Set limits and criteria for the use of variable rate issues.

- Address limits on lease-backed debt: Authorize the use of special obligation debt such as assessment district.

- Develop criteria for the use of unusual structures such as discount/premium bonds.

- Address the maturity/debt service schedule, ensuring that it have a reasonable relationship to the useful life of the project or the revenue stream.

- Address any limitations on structural features such as early call, use of derivatives, and senior/junior lien obligations.

- Give guidelines as to when it is appropriate to use credit enhancements.

**Credit Objective** – The policy should address how benchmarks, debt ratios, and affordability targets will be used. It should describe if, and how, you will optimize your credit rating by such tactics as maintaining a minimum fund balance.

**Authorized Methods of Sale** – The standard methods for the sale of debt are:

**Competitive** – Underwriters bid against each other and are generally selected based upon the interest rate offered, the fees charged, and performance ratings.

**Negotiated** – An underwriter is hired to place the bonds in the market and explain unusual circumstances (beyond what can be handled in the official statement) to bond buyers. An interest rate is negotiated as the time of sale approaches. It is highly recommended that the counties have a financial advisor represent their interest for a negotiated deal. The underwriter should not be the only professional advising you on rate and structure since those elements can create sizable premium profit for their firm.

**Private Placement** – Bonds are sold to individual investors with a structure and at a stated interest rate established by the county and its financial advisor.

It is recommended that your policy generally require the competitive bid method of sale because of the inherent conflict of interest between the underwriter's responsibilities and roll in bond market sales and the taxpayer's interest in minimizing costs. The exceptions should be truly unusual and be when circumstances surrounding the debt issue, combined with market factors, may affect the interest rate of the bonds. Such

circumstances include extremely hard-to-recognize or out-of-the-normal revenue streams, an unusual debt structure, or unusual circumstances surrounding the faith and credit underlying the debt, etc. If this happens very often, the public should be really concerned about how and why debt is being issued in that county.

Almost all counties bid their construction projects. For debt issues with 20-year maturities, the cost of interest can equal or exceed the cost of the construction project itself. Thus, borrowing money is a major commitment of public funds. You are buying the use of the investor's money. The competitive bid process is the best method to ensure that you received the best interest rate you could get on the day you went to bid.

In a negotiated bond sale, based on how the sale is structured and sold, the portion of the interest rate above the current market rate becomes a premium to the underwriter and can mean sizable additional profit for the underwriter's firm. Even small differences in the rate can equate into millions of dollars in premiums to the underwriter and few county officials or their staff have the technical skill to effectively negotiate with underwriters. This is why there is pressure on officials by underwriters to use negotiated rates instead of allowing the free market to set the best rate.

In addition to the above-mentioned concerns on negotiated deals, the policy should require constraints on the underwriter's firm purchasing negotiated-rate bonds for his firm. It should also require that any premium received by the underwriter from a negotiated sale require, at the very least, be disclosed to the issuer. These provisions, if designed properly will help minimize the inherent conflict with the underwriter over premiums.

#### **Methods for Selecting Outside**

**Professionals** – The following is a listing of the outside professionals you will probably be using and what their roll and responsibilities should be:

**Bond Counsel** – Provides legal opinions and guidance on issuing debt within the laws and policies of the county issuing debt, the Constitution and laws of the State of Washington, IRS codes and the SEC rules and regulations.

**Financial Advisor** – Provides financial advice to the county on how to structure and issue the debt given the nature of the borrowing. The financial

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## Debt Policy

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advisor should advise as to the opportune time to issue.

**Underwriter** – Provides a conduit to the bond market to present the debt being issued to the best advantage for the taxpayers of your county and affect the primary sale of the bonds.

I know of no county that does not use outside bond counsels who specialize in this complex field. Your policy should address the criteria under which counsel will be selected and the roll of your prosecutor in the process. This is not a service where price alone should be the selection factor. Performance ratings and references should probably be important factors.

Your policy should require a financial advisor when using negotiated or private placement methods of sale; again, to help offset the inherent conflict of interest between the underwriter and the taxpayers' interest. In a competitive sale, the underwriter is generally selected by the low bid on the rate of bonds and the service fees they charge. Your policy should establish additional criteria such as performance ratings to

consider in the selection. For negotiated and private placement sales, your county may want to hire an underwriter who knows your operation and could better explain the unusual circumstances that require those methods of sale. Again, you will want a financial advisor to protect your taxpayers' interest in this type of deal. Your bond counsel and financial advisor are there to look after the counties/taxpayers' interest; the underwriter is there as a conduit to the market. You should never allow the underwriter hired for negotiated or private placement issues to have an overly close relationship with your financial advisor or bond counsel. This helps ensure appropriate safeguards are in place.

**Policy on Refunding Debt** – This section should establish how much saving in interest justifies the cost of refunding debt. You should address criteria and thresholds for calling debt also.

**Primary and Secondary Market Disclosures** – This section should provide guidelines to everyone in the process who will provide data for the official statements and who will monitor and submit after market disclosures. Bond buyers to assess the risk of investing in

your debt issue use the official statement. Anything unusual about the debt or the repayment of the debt must be disclosed in the statement.

### **Compliance with Federal Tax**

**Law Provisions** – This section of your policy should address things such as who will sign tax and non-arbitrage certificates and who will coordinate arbitrage rebate compliance, etc.

### **Capital Improvement Plan**

**(CIP)** – The policy should require a CIP for the number of years that reflects the length of the maturities on the debt you normally issue. It should establish the mechanism for relating the CIP to the debt you issue, in light of debt capacity and maturity schedules. This section should set the criteria and policy limitations that will ensure you have debt capacity when needed in the future for either planned or unexpected large projects. This section will necessitate establishing a long-term strategic plan.

A well-written debt policy that thoughtfully and appropriately addresses the recommended elements will help you and your staff to perform entrusted duties in the best interest of your constituents.

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## Workshops



### **Drug Court Workshops Announced**

The federal FY 2002 Drug Court Grant Program Application Kit workshops provide regional training and technical assistance to communities that will be submitting the Grant Program Application Kit. Details are available online at: <http://www.ojp.ncjrs.org/dcpoform/> or <http://www.ojp.usdoj.gov/dcpo/>.

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### **Tax Increment Financing Workshop**

The Office of Trade and Economic Development is sponsoring two workshops on Tax Increment Financing, a newly established economic development finance tool. The workshops are scheduled for:

**Tuesday, November 27, 1:00 -5:00 p.m.**

WestCoast Tri-Cities Hotel  
Clearwater A  
1101 North Columbia Center Blvd  
Kennewick, Washington

#### **Moderator:**

Robin Pollard, Washington Office of Trade and Economic Development

#### **Presenters:**

Jay Reich, Preston, Ellis, Gates, LLP  
Dick Ehlers, Seattle-Northwest Securities Corporation

**Wednesday, December 5, 8:00 a.m. - 12 noon**

Tacoma Rhodes Meeting & Conference Center

Whidbey Room  
950 Broadway Street  
Tacoma, Washington

#### **Moderator:**

Robin Pollard, Washington Office of Trade and Economic Development

#### **Presenters:**

Jay Reich, Preston, Ellis, Gates, LLP  
Lindsay Sovde, Seattle-Northwest Securities Corporation

If you would like to attend, please respond to Karen McArthur, Office of Trade and Economic Development at 360-725-4027 or [karenm@cted.wa.gov](mailto:karenm@cted.wa.gov).

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# Species protection to be re-examined

by Jeff Barnard, *The Associated Press*  
*From The Daily Olympian Home Page*  
*Stories Saturday, November 10, 2001*  
GRANTS PASS, Ore. --

**F**ederal biologists will re-evaluate Endangered Species Act protection for 23 groups of Pacific salmon in light of a federal court ruling that they erred in one of those groups, the Bush administration announced Friday.

Instead of appealing the ruling to throw out the threatened species listing of Oregon coastal coho, the National Marine Fisheries Service will undertake a public review process to reconsider how it treats wild salmon versus those raised in hatcheries.

This is an opportunity to redirect our efforts more constructively," said Robert Lohn, Northwest regional director of the agency, which has authority over restoring dwindling salmon populations. "The bottom line is it's time to stop fighting and start fixing."

## New policy

After making a new policy next September on hatchery fish versus wild fish, the agency will take another 45 days to announce whether 23 of the 25 groups of Pacific salmon listed as threatened or endangered species warrant further protection under the Endangered Species Act.

The process will consider newly filed petitions to take those fish off the endangered species list. In the meantime, protection for the fish still listed as threatened or endangered will continue.

Rather than develop a federal plan for the recovery of dwindling salmon stocks, NMFS will encourage states to redouble their efforts to develop their own programs.

"I think what you see here is a major shift in emphasis for NMFS, both at

the staff level and the policy level in the region," Lohn said.

On Sept. 13, U.S. District Judge Michael Hogan in Eugene found that NMFS erred when it lumped hatchery fish and wild fish together in the same group -- known as an evolutionarily significant unit -- then gave threatened species protection only to the wild fish.

## Positive reaction

He found the agency was arbitrary and capricious, and sent the listing back for them to reconsider, using the best new science available.

John Platt, acting executive director of the Columbia River Inter-Tribal Fish Commission, said the tribes expect the shift in policy will lead to greater NMFS support for using hatcheries to rebuild dwindling runs, as tribes have done on the Umatilla and Yakima rivers.

"The commission is very pleased with the NMFS decision," Platt said. "It provides the flexibility we need to rebuild runs by using artificial propagation to improve early survival."

Larry Cassidy, chairman of the Northwest Power Planning Council, which hands out millions of dollars from federal hydroelectric dam profits each year for salmon habitat restoration, said he was glad to see NMFS supporting locally developed projects.

## Environmental concern

But environmentalists and Oregon Gov. John Kitzhaber were disappointed at the NMFS decision not to appeal.

"The important thing for people to understand is the ruling doesn't just say the fish aren't endangered," said Kitzhaber spokesman Bob Applegate. "What the ruling discusses is how to implement the Endangered Species Act. We think it cries out for clarification."

Jim Myron, conservation director of Oregon Trout, said he was disappointed NMFS appeared to be tossing off its re-

sponsibilities under the Endangered Species Act to develop a recovery plan and relying so much on the states.

## More legal battles

The announcement will not deter the Pacific Legal Foundation, which brought the original lawsuit, from filing more challenges to salmon listings, particularly in California's Klamath River, where protection for coho salmon led to irrigation shutoffs for Klamath Basin farmers.

"I can't see any reason to continue people suffering out there during the year or two years this process is going forward," said Pacific Legal Foundation lawyer Russell Brooks.

Environmentalists will continue their efforts to intervene in the case to bring their own appeal and restore protection for Oregon coastal coho, said Patti Goldman, attorney for Earthjustice.

"This should tell the people hoping to get rid of these listings that there is a deliberative process that should take place, and to pile on to get rid of the listings is premature," Goldman said. "On the other hand, the fact the government isn't there to protect Oregon coho shows it is all the more important that we step in and try to keep the protections in place."

Hogan has yet to rule on their request, but denied a motion to restore the threatened species listing pending resolution of the legal issues.

Oregon coastal coho salmon were listed as a threatened species in 1998 after environmentalists won a lawsuit overturning a NMFS decision holding off Endangered Species Act protection while Kitzhaber's program of voluntary habitat restoration programs had a chance to work.

# Employment Opportunities

## SNOHOMISH COUNTY COUNCIL, LEGISLATIVE ANALYST.

**(Application Period Extended)** The Snohomish County Council invites qualified applicants to submit a statement of qualifications together with application form and response to supplemental questions by 4:00 p.m. , Monday, November 26, 2001. The position supports both policy development and fiscal oversight functions. Candidates must have a law or master's degree in public policy, administration or an equivalent field, plus demonstrated experience in one or more of the following areas: land use and growth management; law and justice; public works; and/or general county operations policy and budget analysis. A Bachelor's degree and at least five years experience in any of these areas will be considered. Writing, speaking, collaboration and team skills will be evaluated. Salary range: \$4618-6525 per month. Call Tom Dickson (425) 388-3494 for further information. The Council is an equal opportunity employer. For an application packet, please contact the Dept. of Human Resources, MS-503, 3000 Rockefeller Ave, Everett, WA. 98201-4046, (425) 388-3411. Or, go to the Employment page at our website: <http://www.co.snohomish.wa.us>

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## MASON COUNTY - PUBLIC WORKS DEPUTY DIRECTOR.

\$4,854 to \$5,765/mo. Responsible for planning, organizing, & directing engineering activities of the Public Works Department. Requires Bachelor's degree in civil engineering or related field and four years of professional-level experience in public administration, including the design & construction of roads, bridges, drainage systems & traffic engineering. Must be a registered professional civil engineer in the State of Washington with a valid Washington State driver's license. County application required and available at Mason County Human Resources, 411 N Fifth St, Shelton, WA 98584; or call (360) 427-7265. Applications accepted until position filled.

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## GRANT COUNTY ADMINISTRATIVE SERVICES COORDINATOR -

Grant County is seeking an exceptional individual to provide administrative services to the Board of County Commissioners, the county and its offices and departments. Has responsibility for assisting in and coordinating the budgetary process, labor management, risk management, grant funding management, services contract management and facility management. Ideal candidate has strong administration, written and verbal communication, technical and public

relations skills. Three plus years proven experience at the upper administration level. BA/BS in Public or Business Administration or related field or equivalent work experience required. \$43-56K, DOQ. Generous benefits package. Full job description and applications available through Moses Lake Work Source (509) 766-2559 or 1-800 662-1313, reference order #892203. Open until November 30, 2001. EOE.

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## GRAYS HARBOR COUNTY, DEPT of PUBLIC SERVICES PUBLIC WORKS DIVISION-ENGINEERING TECH III - SURVEY.

Grays Harbor County has an opening for an Engineering Tech III - Survey position at the Montesano Engineering Division with a monthly salary of \$2,312. The hours of this position are 8:00 a.m. to 4:30 p.m. Monday through Friday. This is a union position. A complete job description and qualifications are available at the Public Services Department in Montesano, WA. A WA State driver's license is required. A physical exam, drug test, hearing test and copy of motor vehicle driving record will be required before employment approval. EOE - Open until filled. Applications must be returned to: Grays Harbor County Dept of Public Services, Attention: Betty Strabbing, 100 W Broadway Suite 31, Montesano, WA 98563, Phone (360) 249-4222, Ext. 415.

## Coming Events

### December 6

**Washington State Association of Local Public Health Officials (WSALPHO) Meeting,** Wyndam garden Hotel, SeaTac

### December 13-14

**Washington Association of Prosecuting Attorneys' Annual Winter Meeting,** Crowne Plaza, Seattle

### 2002 Meetings

#### January 11, 2002

**WACO Board Meeting,** Washington Counties Building, Olympia

#### January 16-18, 2002

**ACHS Meeting,** Olympia

#### January 30 - February 1, 2002

**Legislative Rally,** Olympia

#### January 30, 2002

**Tri-Association (WSAC/WACO/AWC) Legislative Reception,** St. Martin's College, Olympia

#### February 7, 2002

**WSALPHO Meeting,** Olympia

#### March 20-22, 2002

**ACHS Meeting,** Tacoma, Pierce County

#### April 11-12, 2002

**WSAC Western District Meeting,** Rosario Resort, San Juan Islands, San Juan County

#### April 25-26, 2002

**WSAC Eastern District Meeting,** Sun Mountain Lodge, Winthrop

#### May 15-17, 2002

**ACHS Meeting,** Spokane

#### June 17, 2002

**WSALPHO Meeting,** Bellevue (Connected to WSAC Summer Convention)

#### June 18-21, 2002

**WSAC Summer Convention,** Bellevue Inn, Bellevue, King County

#### July 17-19, 2002

**ACHS Meeting,** San Juan County (or location in Northwest WA)

#### September 12, 2002

**WSALPHO Meeting,** Spokane